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ANNUAL SALARY STUDY AND SURVEY OF SELECTED PERSONNEL ISSUES

1983

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1983

A Report on Administrative and Professional Staff and Salaries in Voluntary CWLA Member Agencies as of January 1, 1983

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INTRODUCTION

Background

The 1983 CWLA study of salaries and personnel issues is the eighteenth such annual survey conducted with the voluntary member agencies of the Child Welfare League of America. Salaries, as of January 1, 1983, and salary trends are reported for professional staff positions and analyzed by agency size and geographical region.

For the past few years, the survey has included an "Items of Special Interest" section, which contains questions about various personnel issues. The actual items vary from year to year in response to the suggestions and interests of CWLA staff and member agencies. This year the items concern selected administrative staff positions (see Table 7), gains or losses in staff positions, and salary increases or cuts for 1983.

The Sample

Survey forms were sent to 207 voluntary accredited and provisional members of the Child Welfare League of America and the Florence Crittenton Division of the League. By March 1983, 184 forms had been returned for a total response rate of 89%.

Each agency reported the total number of full-time and part-time staff employed as of January 1, 1983, in 14 specified job categories. (See the Appendix for a copy of the form used, which contains a list of the positions for which data were collected and a brief description of each.) Agencies were asked to include all persons in the specified positions who were paid a salary, fee, or an hourly rate through the agency's regular budget or through a grant or special project budget.

SALARY AND PERSONNEL TABLES

Table 1 presents the number and distribution of participating agencies by region and size of staff. The regional breakdown used here is that of the U.S. Census Bureau and is not coterminous with the CWLA regions. (The composition of each region and the number of participating agencies in each state are presented in the Appendix.) The two regions that contribute the most agencies to the sample are the East North Central (29%) and the New England (14%) regions. The South Atlantic, Middle Atlantic, West North Central, and Pacific regions contribute about 10% each to the overall sample. The remaining regions--East South Central, West South Central, Mountain, and Canada--each contribute 4% or less. Ohio is the state with the largest number of participating agencies--16--followed closely by Illinois (15) and Michigan (13).

The size-of-staff variable used in this table and throughout the report was computed for each agency by adding together all the full-time and half the

part-time professional staff reported. This variable is used in many of the tables because the size of the agency often influences salaries, particularly for administrative positions. The staff-size variable and the regional breakdown are the two "contextual" or classifying variables used to analyze the salary and personnel data. They will help the reader focus on the findings for agencies with specific characteristics of interest.

Table 2 exhibits the average number of full-time, part-time, and total staff members per agency by region. The average number of total employees for all regions is 64. The Canadian agencies, with an average of 174 employees, are considerably larger than the U.S. agencies, which range from a high of 122 employees (Middle Atlantic) to a low of 32 (East South Central). The average number of employees among agencies reporting in 1982 was 66 and in 1981, 77, indicating a downward trend in the size of the reporting agencies.

Table 3 shows the percentage of agencies reporting at least one employee in each job category. For instance, slightly fewer than half the agencies (45%) have an Assistant Executive Director, while nearly two-thirds (64%) have a Casework Director or Director of Professional Services. A third of the agencies have Recreation Workers; slightly more than a third have educational staff; and 60% have Child Care Workers. Table 3 also indicates the average number of employees in each position for those agencies that have any employees in the position. For example, agencies with Child Care Workers have, on the average, 31 persons employed in that position. The final piece of information in Table 3 is the percentage of employees in each position who are part-time. Executive Directors, not surprisingly, are the least likely to be part-time employees. Nearly four out of 10 Recreation Workers, on the other hand, are part-time. In all, 20% of the professional staff are part-time employees.

Table 4 reports the first set of salary figures. As in previous years, salaries were requested only for full-time employees in selected positions. Members of religious orders who are not fully salaried are omitted.

The term *median* is introduced in this table. The median salary is the salary that divides the sample in half when all salaries for a particular position are ranked from lowest to highest. Fifty percent of the sample falls above the median and 50% falls below it.

Table 4 summarizes the median salaries and percentage changes in median salaries for 11 positions for which there are generally 100 or more salaries reported by the participating agencies. Trends in medians and percentage changes can be compared to trends in the Consumer Price Index (CPI) at the end of this table. Percentage increase in median salaries and the CPI are shown for one-year increments from 1978 to 1983 and for the total five-year period. In the past five years, the CPI increased 55% while median salaries for the selected positions increased from a low of 24% (Supervisors) to a high of 51% (Assistant Executive Directors).

By scanning the percentage increases from 1982 to 1983 one can see that the rate of growth in salaries slowed in 1983 for many positions, continuing a

trend that became perceptible last year. The percentage increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers from 1982 to 1983 is, at 3.5%, at its lowest point in more than five years.

Table 5 introduces the concept of the *upper quartile*. To compare the median to the upper quartile, the median is the figure that falls at the 50th percentile in a distribution of numbers and the upper quartile is the figure that falls at the 75th percentile. The median divides the sample in half; the upper quartile divides the sample at the point where one-fourth of the salaries fall above the value and three-fourths fall below it. The upper quartile indicates where the higher salaries begin. A comparison of the medians and upper quartiles for the same position will also give a sense of the distribution of salaries above the median.

Tables 5 and 6 present data on salaries paid to Executive Directors. Although our sample consists of 184 agencies, only 173 Executive Directors' salaries are reported. The missing salaries represent unreported salaries, members of religious orders, vacancies, and part-time Executive Directors. As Table 5 reports, the overall median salary for Executive Directors as of January 1, 1983, was $41,700. The median ranged from $35,000 (East South Central) to $61,000 (Canada). In the second part of Table 5 one can see that the salary of the Executive Director is clearly related to the size of the agency: the larger the agency, the greater the median salary of the Executive Director.

At the request of several agencies, this year we again collected information on four additional administrative positions. They are: Comptroller/Director of Finance, Director of Public Relations, Director of Research/Systems, and Director of Development/Fundraising. The number of agencies reporting staff in each of these positions and the median and upper quartile salaries of each are shown in *Table 7*.

Tables 8 to 13 give salaries and trends in salaries for four positions: Assistant Executive Directors, Casework Directors (or Directors of Professional Services), District Directors (or Directors of Major Program Units), and Supervisors.

Table 14 presents the regional distribution of full-time practitioners in social work by amount of graduate social work education. Nearly two-thirds (65%) of all practitioners have graduate social work degrees. This figure ranges from a high of 92% in the Pacific region to a low of 32% in Canada. Eleven percent of all practitioners have some graduate social work education, short of the master's degree. Seven percent have no graduate social work education but do have a graduate degree in another field. Seventeen percent do not have a graduate degree in any field.

Table 15 presents the salaries for practitioners with a graduate social work degree.

Table 16 shows that the median salary of practitioners with a graduate social work degree is $17,855, while practitioners with some graduate social work

education have a median salary of $17,500, and those with a graduate degree in another field have a median salary of $18,056. Practitioners with no graduate education have a median salary of $14,213.

Tables 17 and 18 describe trends in salaries for Social Work Assistants and Recreation Workers.

Tables 19 to 21 focus on agencies with residential programs. *Full maintenance*, a term used in these tables, is defined as the provision of meals and residential quarters such that the worker does not need to maintain a separate residence. In the past, room and board were frequently provided to staff in residential programs as a form of compensation; consequently, the staff receiving maintenance tended to have lower salaries. In more recent years, two things have happened: there has been a decline in the provision of maintenance as a form of compensation, and the relationship between salaries and maintenance has become unpredictable, with residential staff who receive full maintenance also receiving higher salaries in some regions. In 1983, 7% of the Residential Supervisors and 9% of the Child Care Workers received full maintenance.

Child Care Workers in 1983 had a median salary of $11,013.

Tables 22 to 25 present data on the Educational Staff in institutions and day care centers. The educational staff in day care centers represent many of the lowest salaries in the study.

TABLE 1

NUMBER AND DISTRIBUTION OF PARTICIPATING AGENCIES
BY REGION AND SIZE OF STAFF

Size of Staff[a]	*Region*																			
	New England		*Middle Atlantic*		*East North Central*		*West North Central*		*South Atlantic*		*East South Central*		*West South Central*		*Mountain*		*Pacific*		*Canada*		*Total*	
	N	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%	*N*	%
25 or less	14	54	3	14	19	36	3	18	5	23	5	62.5	3	50	2	28.5	3	16	0	0	57	31
26-50	5	19	4	19	15	28	6	35	11	50	2	25	0	0	3	43	8	42	0	0	54	29
51-75	0	0	3	14	11	21	4	23.5	2	9	1	12.5	1	17	2	28.5	6	32	1	20	31	17
76 or more	7	27	11	53	8	15	4	23.5	4	18	0	0	2	33	0	0	2	10	4	80	42	23
TOTAL	26	100%	21	100%	53	100%	17	100%	22	100%	8	100%	6	100%	7	100%	19	100%	5	100%	184	100%
% of Total Sample	14		12		29		9		12		4		3		4		10		3			

[a]Computed by adding together all full-time and half the part-time professional and administrative staff.

N = Number of agencies.

TABLE 2

NUMBER OF FULL-TIME, PART-TIME, AND TOTAL EMPLOYEES BY REGION

Region	*Average Number of Employees Per Agency*			*Number of Agencies Reporting*	
	Full-Time	*Part-Time*[a]	*Total*	*Full-Time Employees*	*Part-Time Employees*
New England	37	11	46	26	21
Middle Atlantic	97	28	122	21	19
East North Central	41	11	52	53	51
West North Central	50	12	61	17	16
South Atlantic	41	14	54	22	20
East South Central	25	8	32	8	7
West South Central	65	18	74	6	3
Mountain	34	8	41	7	6
Pacific	40	15	53	18	16
Canada	148	32	174	5	4
ALL REGIONS	50	14	64	183	163

[a]Averages are based on those agencies reporting at least one employee working part-time, which is somewhat fewer than all participating agencies. The average number of total employees is, therefore, somewhat less than the sum of the average number of full-time and part-time employees.

TABLE 3

NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES BY POSITION[a]

Position	*% of Agencies with Any Such Employee*	*Average Number of Persons in Each Position*[b]	*% of Part-Time Employees*[c]
Executive Director	97	1.0	1
Assistant Executive Director	45	1.4	3
Casework Director/Director of Professional Services	64	1.6	6
Director of Districts/Major Program Areas	62	4.2	6
Supervisor of Practitioners	60	4.3	11
Practitioners	100	18.5[d]	16[d]
With graduate social work degree	97	12.4	18
With some graduate social work education	40	5.0	12
With no graduate social work education, but other graduate degree	42	3.1	16
With no graduate social work education, and no other graduate degree	43	6.8	13
Social Work Assistant/Case Aide	34	3.7	29
Recreation Worker	34	3.7	39
Residential Supervisor	53	4.7	8
Child Care Workers	60	30.8	20
Educational Director	32	1.9	14
Teachers	37	8.7	15
Teacher Aide/Assistant Teacher	22	8.0	34
Other Professional and Administrative Staff	93	8.4	41

[a] For definitions of positions, see Appendix.

[b] Based on number of agencies with anyone in the position.

[c] 20% of all professional positions were part-time.

[d] The average number of Practitioners per agency disregarding educational level.

TABLE 4

MEDIAN SALARIES AND PERCENTAGE CHANGES FOR 11 POSITIONS
1978-1983

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Executive Dir.			
1983	$41,700	8.3	42
1982	38,500	6.1	
1981	36,300	11.3	
1980	32,600	4.6	
1979	31,163	6.1	
1978	29,374	7.2	
Asst. Exec. Dir.			
1983	$34,500	6.5	51
1982	32,400	10.2	
1981	29,400	9.3	
1980	26,900	9.2	
1979	24,642	7.7	
1978	22,890	4.0	
Casework Dir./Dir. of Prof. Serv.			
1983	$29,700	8.8	35
1982	27,300	7.1	
1981	25,500	8.1	
1980	23,600	2.6	
1979	22,999	4.8	
1978	21,950	5.0	
Dir. of District/ Major Program			
1983	$25,062	3.1	27
1982	24,300	3.4	
1981	23,500	12.4	
1980	20,900	3.8	
1979	20,138	1.7	
1978	19,808	6.9	
Supervisors			
1983	$23,083	1.7	24
1982	22,700	5.1	
1981	21,600	7.5	
1980	20,100	4.7	
1979	19,196	3.0	
1978	18,626	6.7	

TABLE 4

(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Residential Supervisors			
1983	$17,222	9.7	25
1982	15,700	-1.9	
1981	16,000	21.2	
1980	13,200	-3.1	
1979	13,625	- .8	
1978	13,730	7.6	
Practitioners with Grad. S.W. Degree			
1983	$17,855	2.0	25
1982	17,500	2.9	
1981	17,000	9.0	
1980	15,600	5.8	
1979	14,750	3.3	
1978	14,278	6.1	
Practitioners with Some S.W. Educ.			
1983	$17,500	1.2	31
1982	17,300	6.1	
1981	16,300	13.2	
1980	14,400	8.8	
1979	13,231	-1.3	
1978	13,408	10.7	
Practitioners with No S.W. Educ.			
1983	$14,951	7.6	28
1982	13,900	-2.1	
1981	14,200	10.9	
1980	12,800	3.9	
1979	12,321	5.5	
1978	11,680	6.7	
Social Work Asst./ Case Aide			
1983	$11,520	4.7	33
1982	11,000	5.8	
1981	10,400	9.5	
1980	9,500	2.5	
1979	9,265	7.2	
1978	8,636	3.4	

TABLE 4
(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Child Care Worker			
1983	$11,013	1.0	34
1982	10,900	5.8	
1981	10,300	9.6	
1980	9,400	8.0	
1979	8,705	5.6	
1978	8,244	5.0	

U.S. Consumer Price Index[a] for January	*Index*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
1983	292.1	3.5	55
1982	282.1	8.2	
1981	260.7	11.7	
1980	233.3	14.0	
1979	204.7	8.7	
1978	188.4	7.5	

[a]U.S. Department of Labor, Bureau of Labor Statistics, *Consumer Price Index for Urban Wage Earners and Clerical Workers, U.S. City Average.*

TABLE 5

SALARIES PAID TO EXECUTIVE DIRECTORS BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*[a]	*Upper Quartile*[a]
New England	25	$36,900	$45,750
Middle Atlantic	19	47,000	55,000
East North Central	50	41,500	49,500
West North Central	16	45,000	50,750
South Atlantic	21	38,000	43,500
East South Central	7	35,000	36,000
West South Central	6	32,500	48,000
Mountain	7	38,000	40,000
Pacific	18	43,500	48,000
Canada	4	61,000	67,750
Size of Staff			
1-25	52	$35,500	$38,750
26-50	54	41,000	45,000
51-75	28	43,000	51,000
76 or more	39	52,000	60,000
TOTAL	173	$41,700	$48,500

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

TABLE 6

TRENDS IN SALARIES PAID TO EXECUTIVE DIRECTORS
1979-1983

Salary	*Percent of Executive Directors*				
	1979 (N = 180)	*1980 (N = 197)*	*1981 (N = 168)*	*1982 (N = 176)*	*1983 (N = 173)*
Under $25,000	17%	11%	4%	3%	3%
$25,000-29,999	27	22	15	13	8
$30,000-34,999	24	31	25	16	10
$35,000-39,999	14	14	25	22	25
$40,000-44,999	13	9	17	20	16
$45,000-49,999	5	9	7	11	16
$50,000-54,999		4		15	12
$55,000 and over					10
TOTAL	100%	100%	100%	100%	100%
Median	$31,163	$32,600	$36,300	$38,500	$41,700
Upper Quartile	$34,750	$39,000	$41,900	$45,800	$48,500
% Increase in Median from Previous Year	6.1%	4.6%	11.3%	6.1%	8.3%

N = Number of salaries reported.

TABLE 7

SALARIES PAID TO SELECTED ADMINISTRATIVE STAFF

Position	*Agencies Reporting Such a Position*		*Median Salary*[b]	*Upper Quartile*[b]
	N	*%*[a]		
Comptroller/Director of Finance	87	47	$28,500	$34,900
Director of Public Relations	49	27	$20,000	$27,000
Director of Research/Systems	15	8	$32,000	$36,500
Director of Development/ Fundraising	69	38	$26,800	$31,000

[a]Based on a total of 184 agencies.

[b]Based on full-time equivalent salaries.

TABLE 8

SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*[a]	*Upper Quartile*[a]
New England	6	$35,500	$41,500
Middle Atlantic	23	34,900	42,000
East North Central	28	38,000	39,500
West North Central	9	28,000	34,500
South Atlantic	10	30,600	33,600
East South Central	4	24,000	27,500
West South Central	5	34,000	38,000
Mountain	4	31,000	37,500
Pacific	16	34,000	44,000
Canada	5	40,000	49,000
Size of Staff			
1-25	13	$31,000	$35,000
26-50	23	30,000	34,000
51-75	24	32,000	37,000
76 or more	50	38,400	44,000
TOTAL	110	$34,500	$39,500

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

TABLE 9

SALARIES PAID TO CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*[a]	*Upper Quartile*[a]
New England	17	$30,000	$33,000
Middle Atlantic	22	31,500	35,250
East North Central	45	30,250	33,000
West North Central	18	27,500	30,250
South Atlantic	23	25,000	30,000
East South Central	4	21,500	22,500
West South Central	7	20,000	29,000
Mountain	4	22,000	24,000
Pacific	16	29,000	35,000
Canada	5	46,000	55,000
Size of Staff			
1-25	36	$22,900	$30,000
26-50	43	27,800	31,700
51-75	29	30,500	32,500
76 or more	53	31,700	35,700
TOTAL	161	$29,700	$33,300

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

TABLE 10

TRENDS IN SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS AND CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES 1981-1983

Salary	*Assistant Executive Director*			*Casework Director/Director of Professional Services*		
	1981 (N = 102)	*1982 (N = 107)*	*1983 (N = 110)*	*1981 (N = 163)*	*1982 (N = 154)*	*1983 (N = 161)*
Under $25,000	22%	12%	8%	46%	32%	26%
$25,000-29,999	32	24	14	33	35	27
$30,000-34,999	24	27	25	15	23	29
$35,000-39,999	15	23	29	2	6	11
$40,000-44,999	7	14	11	4	4	4
$45,000 and over			13			3
TOTAL	100%	100%	100%	100%	100%	100%
Median	$29,400	$32,400	$34,500	$25,500	$27,300	$29,700
Upper Quartile	$34,300	$37,300	$39,500	$29,300	$30,600	$33,300
% Increase in Median from Previous Year	9.3%	10%	6.5%	8.1%	7.1%	8.8%

TABLE 11

SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	54	$27,222	$30,091
Middle Atlantic	95	25,696	28,455
East North Central	101	25,400	28,625
West North Central	47	24,091	28,000
South Atlantic	88	22,714	26,231
East South Central	12	18,200	20,200
West South Central	15	23,800	24,800
Mountain	4	21,500	22,500
Pacific	24	34,000	42,000
Canada	17	41,500	43,000[a]
Size of Staff			
1-25	33	$21,667	$26,333
26-50	106	22,900	26,571
51-75	90	23,714	27,571
76 or more	228	26,833	30,333
TOTAL	457	$25,062	$29,167

[a]Upper quartile fell at top of range and is therefore an estimate.

TABLE 12

SALARIES PAID TO SUPERVISORS OF PRACTITIONERS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	62	$22,077	$24,125
Middle Atlantic	99	22,643	24,727
East North Central	98	22,778	26,000
East North Central	26	20,600	24,200
South Atlantic	42	22,750	26,667
East South Central	10	20,500	24,333
West South Central	14	18,000	24,000
Mountain	7	21,500	22,500
Pacific	8	22,000	24,000
Canada	55	32,400	35,714
Size of Staff			
1-25	41	$22,429	$24,455
26-50	79	22,867	25,500
51-75	48	24,200	26,333
76 or more	253	23,167	27,727
TOTAL	421	$23,083	$26,532

TABLE 13

TRENDS IN SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS AND TO SUPERVISORS OF PRACTITIONERS 1981-1983

Salary	*Directors of Districts or Major Program Units*			*Supervisors*		
	1981 (N = 450)	*1982 (N = 459)*	*1983 (N = 457)*	*1981 (N = 510)*	*1982 (N = 485)*	*1983 (N = 421)*
Under $17,000	12%	11%	6%	11%	10%	6%
$17,000-20,999	23	19	17	33	24	26
$21,000-24,999	24	25	27	32	29	35
$25,000-28,999	21	20	24	19	17	19
$29,000-32,999	20	25	14	5	20	7
$33,000 and over			12			7
TOTAL	100%	100%	100%	100%	100%	100%
Median	$23,500	$24,300	$25,062	$21,600	$22,700	$23,083
Upper Quartile	$27,800	$28,900	$29,167	$24,800	$27,800	$26,532
% Increase in Median from Previous Year	12.4%	3.4%	3.1%	7.5%	5.1%	1.7%

TABLE 14

DISTRIBUTION OF FULL-TIME PRACTITIONERS IN SOCIAL WORK BY AMOUNT OF GRADUATE SOCIAL WORK EDUCATION BY REGION

Region	*Number of Positions*	*Percent of Practitioners in Social Work with*			
		Grad. SW Degree	*Some Grad. SW Education*	*No Grad. SW Education But Other Grad. Degree*	*No Grad. SW Education And No Other Grad. Degree*
New England	335	65%	8%	4%	23%
Middle Atlantic	520	70	11	4	15
East North Central	727	69	8	9	14
West North Central	262	56	20	4	20
South Atlantic	312	70	9	5	16
East South Central	74	72	5	7	16
West South Central	72	69	3	13	15
Mountain	41	78	0	7	15
Pacific	160	92	3	4	1
Canada	339	32	27	16	25
TOTAL	2,842	65%	11%	7%	17%

TABLE 15

SALARIES PAID TO PRACTITIONERS WITH GRADUATE SOCIAL WORK DEGREE
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	209	$17,613	$19,640
Middle Atlantic	390	17,339	19,333
East North Central	491	17,789	19,929
West North Central	154	18,900	22,800
South Atlantic	218	16,200	18,389
East South Central	53	15,800	16,900
West South Central	50	18,077	19,500
Mountain	32	16,727	17,625
Pacific	146	21,700	28,000
Canada	110	23,895	30,000[a]
Size of Staff			
1-25	221	$17,632	$20,889
26-50	409	17,200	19,621
51-75	328	17,750	21,158
76 or more	895	18,195	21,325
TOTAL	1,853	$17,855	$20,934

[a]Upper quartile fell at top of range and is therefore an estimate.

TABLE 16

TRENDS IN SALARIES PAID TO PRACTITIONERS IN SOCIAL WORK
1981-1983

Salary	Percent of Practitioners											
	With Graduate Social Work Degree			With Some Graduate S.W. Education			With No Graduate S.W. Education					
							Other Graduate Degree			No Other Grad. Degree		
	1981 (N=2215)	1982 (N=1910)	1983 (N=1853)	1981 (N=383)	1982 (N=362)	1983 (N=277)	1981 (N=290)	1982 (N=241)	1983 (N=199)	1981 (N=718)	1982 (N=623)	1983 (N=474)
Under $12,000	5%	2%	2%	14%	8%	12%	17%	10%	6%	30%	25%	17%
$12,000-13,999	11	8	4	14	18	16	18	22	11	23	34	31
$14,000-15,999	25	21	19	18	11	13	26	22	19	19	26	20
$16,000-17,999	18	24	27	31	22	12	15	12	14	9	9	10
$18,000-19,999	13	16	19	11	12	9	11	10	17	12	3	7
$20,000-23,999	28	29	17	12	29	27	13	24	22	7	3	9
$24,000 and over			12			11			11			6
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Median Salary	$17,000	$17,500	$17,855	$16,300	$17,300	$17,500	$15,200	$15,600	$18,056	$13,800	$13,400	$14,213
Upper Quartile	$20,600	$21,400	$20,934	$17,900	$21,300	$21,556	$18,000	$19,700	$21,455	$16,500	$14,900	$17,480
% Increase in Median from Previous year	9.0%	2.9%	2.0%	13.2%	6.1%	1.2%	[a]	2.6%	15.7%	[a]	-2.9%	6.1%

[a]Comparable median for previous year not available.

TABLE 17

TRENDS IN SALARIES PAID TO SOCIAL WORK ASSISTANTS
1981-1983

Salary	*Percent of Social Work Assistants*		
	1981 (N = 194)	*1982 (N = 159)*	*1983 (N = 162)*
Under $9,000	19%	14%	10%
$9,000-9,999	22	18	17
$10,000-10,999	21	18	15
$11,000-11,999	19	11	16
$12,000-12,999		20	16
$13,000-13,999	19	9	10
$14,000 and over		10	16
TOTAL	100%	100%	100%
Median	$10,400	$11,000	$11,520
Upper Quartile	$11,700	$12,700	$13,176
% Increase in Median from Past Year	9.5%	5.8%	4.7%

TABLE 18

TRENDS IN SALARIES PAID TO RECREATION WORKERS
1981-1983

Salary	*Percent of Recreation Workers*		
	1981 (N = 131)	*1982 (N = 115)*	*1983 (N = 130)*
Under $10,000	24%	16%	8%
$10,000-11,999	27	25	31
$12,000-13,999	22	23	22
$14,000-15,999		15	14
$16,000-17,999	27	9	15
$18,000 and over		12	10
TOTAL	100%	100%	100%
Median	$11,900	$12,600	$12,900
Upper Quartile	$14,500	$15,400	$15,900
% Increase in Median from Previous Year	16.7%	5.9%	2.4%

TABLE 19

TRENDS IN SALARIES PAID TO RESIDENTIAL SUPERVISORS
1981-1983

Salary	*Percent of Total for Each Year*			*Percent of 1983 Sample*	
	1981 (N = 365)	*1982 (N = 418)*	*1983 (N = 421)*	*Full Maintenance Provided (N = 29)*	*Full Maintenance Not Provided (N = 392)*
Under $12,000	16%	15%	7%	24%	5%
$12,000-13,999	20	18	13	24	12
$14,000-15,999	17	20	20	11	20
$16,000-17,999	19	12	16	0	18
$18,000-19,999	14	11	12	10	12
$20,000-21,999	14	24	9	7	9
$22,000-23,999			8	14	8
$24,000 and over			15	10	16
TOTAL	100%	100%	100%	100%	100%
Median	$16,000	$15,700	$17,222	$14,333	$17,296
Upper Quartile	$18,400	$19,800	$21,762	$21,500	$21,750
% Increase in Median from Previous Year	21.2%	-1.9%	9.7%	4.6%	9.5%
% Receiving Full Maintenance	7%	10%	7%	--	--

TABLE 20

SALARIES PAID TO CHILD CARE WORKERS BY REGION

Region	*Number of Salaries Reported*	*% Receiving Full Maintenance*	*Median Salary*	*Upper Quartile*
New England	185	< 1%	$11,213	$12,500
Middle Atlantic	725	20	10,878	12,235
East North Central	590	2	10,859	12,125
West North Central	225	6	10,327	11,575
South Atlantic	97	34	8,214	9,118
East South Central	50	24	8,435	8,900
West South Central	154	3	10,651	11,727
Mountain	127	3	10,121	11,909
Pacific	387	3	12,481	14,844
Canada	156	11	19,750	20,278
TOTAL	2,696	9%	$11,013	$12,795

TABLE 21

TRENDS IN SALARIES PAID TO CHILD CARE WORKERS
1981-1983

Salary	*Percent of Total for Each Year*			*Percent of Sample*	
	1981 (N=2740)	*1982 (N=2885)*	*1983 (N=2696)*	*Full Maintenance Provided (N = 255)*	*Full Maintenance Not Provided (N=2441)*
Under $8,000	11%	7%	5%	14%	4%
$8,000-9,999	33	25	26	19	26
$10,000-11,999	32	36	36	27	38
$12,000-13,999	24	32	17	29	15
$14,000 or over			16	11	17
TOTAL	100%	100%	100%	100%	100%
Median	$10,300	$10,900	$11,013	$11,333	$10,984
Upper Quartile	$11,900	$12,800	$12,795	$13,100	$12,749
% Increase in Median from Previous Year	9.6%	5.8%	1.0%	9.7%	.1%
% Receiving Full Maintenance	16%	14%	9%	--	--

TABLE 22

TRENDS IN SALARIES PAID TO EDUCATIONAL DIRECTORS BY SETTING
1981-1983

Salary	*Percent of Educational Directors*					
	Institutions			*Day Care Centers*		
	1981 (N = 34)	*1982 (N = 38)*	*1983 (N = 35)*	*1981 (N = 45)*	*1982 (N = 64)*	*1983 (N = 63)*
Under $14,000	15%	6%	0%	42%	28%	22%
$14,000-15,999	12	8	9	22	22	21
$16,000-19,999	29	34	17	16	24	33
$20,000-23,999	26	29	34	18	20	14
$24,000-25,999	18	23	17	2	6	2
$26,000 and over			23			8
TOTAL	100%	100%	100%	100%	100%	100%
Median	$19,000	$20,300	$22,750	$14,700	$16,000	$16,625
Upper Quartile	$22,300	$24,100	$25,667	$19,100	$21,000	$19,667
% Increase in Median from Previous Year	3.4%	6.8%	12.1%	5.8%	8.8%	3.9%

TABLE 23

SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL

Salary	*Institutions*[a] *Percent of Teachers with--* *Graduate Education (N = 134)*	*Bachelor Degree (N = 95)*	*Day Care Centers Percent of Teachers with-- Graduate Education (N = 10)*	*Bachelor Degree (N = 153)*	*No College Degree (N = 102)*
Under $10,000	3%	2%	0%	34%	65%
$10,000-11,999	5	24	40	33	22
$12,000-13,999	28	14	40	16	8
$14,000-15,999	24	35	10	10	4
$16,000-17,999	25	9	10	4	0
$18,000 and over	15	16	0	3	1
TOTAL	100%	100%	100%	100%	100%
Median	$15,278	$14,769	$12,500	$10,781	$ 8,810
Upper Quartile	$17,133	$15,900	$13,750	$12,765	$10,846
Median 1982	$14,700	$13,100	$15,300	$10,800	$ 8,100

[a]Only two teachers without a college degree were reported among the teachers in institutional settings. Their salaries were: $13,500 and $15,500.

TABLE 24

TRENDS IN SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL
1982-1983

Setting and Educational Level	*Teachers*					
	1982			*1983*		
Institutions	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	109	50	$14,700	134	58	$15,278
Bachelor's Degree	102	46	13,100	95	41	14,769
No College Degree	8	4	7,700	2	1	[a]
TOTAL	219	100%		231	100%	
Day Care Centers	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	30	13	$15,300	10	4	$12,500
Bachelor's Degree	105	45	10,800	153	58	10,781
No College Degree	100	42	8,000	102	38	8,810
TOTAL	236	100%		265	100%	

[a]Median not computed.

TABLE 25

TRENDS IN SALARIES PAID TO ASSISTANTS TO TEACHERS BY SETTING
1981-1983

Salary	*Percent of Assistants to Teachers*					
	Institutions			*Day Care Centers*		
	1981 (N = 60)	*1982 (N = 63)*	*1983 (N = 49)*	*1981 (N = 136)*	*1982 (N = 135)*	*1983 (N = 163)*
Under $8,000	36%	24%	36%	64%	52%	49%
$8,000-9,999	38	22	18	25	40	34
$10,000-11,999			16			12
$12,000-13,999	26	54	16	11	8	2
$14,000 and over			14			3
TOTAL	100%	100%	100%	100%	100%	100%
Median	$ 8,500	$10,200	$ 9,833	$7,700	$8,000	$8,114
Upper Quartile	$10,000	$11,800	$12,750	$8,600	$8,900	$9,409
% Increase in Median from Previous Year	-2.9%	20%	-3.6%	13.2%	3.9%	1.4%

ITEMS OF SPECIAL INTEREST

Gains or Losses in Staff Positions in 1982 and 1983

The following table reveals the percentage of agencies that reported gains or losses in staff positions during 1982 and 1983. It should be noted that some agencies reported both gains and losses in the same year and so are represented in both figures.

	% 1982 (N = 160)	% 1983 (N = 145)
One or more positions gained	47	40
One or more positions lost	36	23

Several agencies did not know if they would gain or lose staff positions in 1983. This explains the smaller number of agencies responding to the question for 1983 and probably the drop in the number of agencies reporting gains or losses for that year.

The total number of positions gained in the two years combined was 421, or 4.3 positions for each agency that reported any gain. The total number of positions lost in the two years combined was 530, or 4.7 positions for each agency that reported any loss. The number of positions gained per agency ranged from 1 to 54 and the number lost ranged from 1 to 36.

The table below shows how the agencies reported they would attempt to cope with staff losses.

	Number of Agencies
Increase efficiency of operation	25
Close a program or service	17
Increase caseload size per worker	10
Reduce number of referrals accepted for service	10
Increase monthly interview count requirements	1
Decrease the length of time cases remain open	0
Other (e.g., use more volunteers, deploy staff differently, increase work week)	27
No plan as yet	15

Salary Increases

Agencies reported the following actions concerning salary increases for 1983:

Salary increase for all staff	75%
Salary increase for some but not all staff	5%
No salary increase for any staff	6%
Undecided	14%

The salary increases that were granted ranged from 1 to 23%. The median of the bottom of reported ranges was 5% and the median for the top of the range was 7%.

Four agencies reported having cut salaries for all or some staff for 1983. The size of the cuts ranged from 2 to 7%.

APPENDIX

NUMBER OF PARTICIPATING AGENCIES BY U.S. CENSUS REGION AND STATE

(N = 184)

New England--(26)

Connecticut	10
Maine	2
Massachusetts	9
New Hampshire	1
Rhode Island	2
Vermont	2

Middle Atlantic--(21)

New Jersey	1
New York	12
Pennsylvania	8

East North Central--(53)

Illinois	15
Indiana	4
Michigan	13
Ohio	16
Wisconsin	5

West North Central--(17)

Iowa	3
Kansas	1
Minnesota	2
Missouri	10
Nebraska	0
North Dakota	0
South Dakota	1

South Atlantic--(22)

Delaware	1
District of Columbia	2
Florida	5
Georgia	3
Maryland	4
North Carolina	2
South Carolina	2
Virginia	3
West Virginia	0

East South Central--(8)

Alabama	2
Kentucky	0
Mississippi	1
Tennessee	5

West South Central--(6)

Arkansas	1
Louisiana	0
Oklahoma	1
Texas	4

Mountain--(7)

Arizona	4
Colorado	3
Idaho	0
Montana	0
Nevada	0
New Mexico	0
Utah	0
Whoming	0

Pacific--(19)

Alaska	1
California	12
Hawaii	1
Oregon	3
Washington	2

Canada (5)

1	2	3	4-5/83 6-7/01	
8	9	10	11	12

1983 CWLA SALARY STUDY

Return by January 31, 1983 to:
RESEARCH CENTER, CHILD WELFARE LEAGUE OF AMERICA
67 Irving Place, New York, N.Y. 10003

Agency _____ City/State _____ Your Name _____

FORM A: NUMBER OF EMPLOYEES AS OF JANUARY 1, 1983. Report each employee only once, in position of primary responsibility. Use 2-digit numbers (e.g. 02,12) for every position but first three where 1 digit is desired & Total Number of Employees (3 digits each). Cells with no employees may be left blank.

Classification of Employees	Number of Employees: Total	Full Time	Part Time
1. Executive Director of Total Agency The person responsible for overall direction and administration of the organization. (Do not include an "acting director" here, but in his regular position.)		13	14
2. Assistant Executive Director(s) A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the Executive Director in his absence. (Do not include "administrative assistants" here, but in category #14.)		15	16
3. Casework Director(s), Director(s) of Professional Services A person responsible for the development and operation of the social work program of the agency, including staff development.		17	18
4. Directors of Districts or Major Program Units Staff responsible for administration of district offices (not outposts) or equally significant units.		19	21
5. Supervisors Staff whose primary responsibility is the direction or supervision of social work practitioners or of students. (Do not include "residential supervisors" here, but in category #9.)		23	25
6. Practitioners in Social Work Staff who provide direct services (1) to families and individuals through casework, group work, or advocacy; or (2) to other organizations or community groups through consultation, education, or community organization.			
a. Practitioners with completed social work graduate education		27	29
b. Practitioners with some social work graduate education		31	33
c. Practitioners with no social work graduate education & no other grad. degree		35	37
d. Practitioners with no social work grad. educ., but grad. degree in other field		39	41
7. Social Work Assistants or Case Aides Staff who assist practitioners in providing services and are directed by them in carrying out assignments.		43	45
8. Recreation Worker(s) Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc.		47	49

Classification of Employees	Number of Employees: Total	Full Time	Part Time
RESIDENTIAL PERSONNEL 9. Residential Supervisor A staff member responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff.		51	53
10. Child Care Workers Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility.		55	57
EDUCATIONAL PERSONNEL. Do not include educational staff in the following three categories whose salaries are paid by the local school board.			
11. Educational Director(s) A staff member, other than the agency executive, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers.		59	61
12. Teachers Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff.		63	65
13. Teacher Aides or Assistant Teachers Staff employed by the agency to carry out assigned responsibilities under direction of teachers.		67	69
14. Other Professional and Administrative Staff Include all other agency employees that hold professional or administrative positions, such as practitioners and consultants from other professions (e.g., psychologists, psychiatrists, doctors, nurses, etc.), the comptroller, public relations and development staff, administrative assistants, research staff, etc. Do not include homemakers or support staff.		71	73
TOTAL NUMBER OF EMPLOYEES (Positions 1 through 14).		75	78

PLEASE NOTE THAT THE NUMBER OF FULL-TIME EMPLOYEES REPORTED IN JOB CATEGORIES 1-13 HERE SHOULD BE THE SAME AS THE TOTAL REPORTED IN THE SAME JOB CATEGORY ON FORMS B AND C.

6-7/02

BEST AVAILABLE COPY